



The influence of organizational structure on service delivery in local governments: A case study of Entebbe Municipal Council

by

Byamugisha Chris Bindeeba⁴

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Introduction


This study was about assessing the influence of organizational structure on service delivery in Uganda's local governments focusing on Entebbe Municipal Council. The study was significant because, in Uganda, local governments play an important role in ensuring that public and social services are easily accessible to citizens.

Study objectives

The study was based on the following objectives:

1. to identify the administration and management structure of Entebbe Municipal Council,
2. to analyse ways in which administration and management structure influences service delivery in Entebbe Municipal Council, and

⁴ Byamugisha Chris Bindeeba graduated in 2021 with M.A. Public Administration and Management from Nkumba University.

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3. to examine the strategies implemented by Entebbe Municipal Council for enhancing service delivery in Entebbe.

Methodology

The study employed a mixed-methods research design consisting of descriptive and survey study designs and combining qualitative and quantitative approaches. The study sampled 79 respondents and obtained responses from 63 respondents or a 79.7% response rate. The study used the questionnaire and interview guide as tools to collect primary data as well as interview and observation data collection methods. Quantitative data were analyzed using frequency counts, means, and percentages while qualitative data were analyzed through sense-making. Field data were cleaned to remove errors and inconsistencies before analysis.

Key findings

The study found that Entebbe Municipal Council is under the decentralized local government administration which by administration and management has various tiers of governance from top to bottom including Entebbe Municipal Council at the helm in Entebbe Municipality, Division Councils “A” and “B”, Wards, and Cells.

The study also found that that the Municipal Council has a functional and operational system in place for ensuring that a centralized unit deals with human resources management and information that manages crosscutting



elements found in all departments of the public administration for better service delivery.

As to how the administration and management of the Municipal Council influence service delivery in Entebbe Municipality, the study revealed that there is an ethical code of ethical behavior for all staff and members of the management team. From the study, it was discovered that there exists a well cultivated and cultured relationship between the organizational structure, which ensures coherent operations at the Municipal Council, and service delivery.

Key recommendations

There should be clear organizational goals that ensure the long-term survival and development of the organization. This should also specify how managers should allocate resources to reach the long-term goals of their Municipal Council for better performance and service delivery.

There should be cost leadership strategies designed to target industry-wide markets for better service delivery using well-qualified and ethical management and staff. Hence, employee ethics within organizational structure should be enhanced for the better and timely delivery of quality service delivery.

The organisation structure should be modified to incorporate the interests of internal and external stakeholders such as suppliers, customers, competitors,



government regulatory agencies, public pressure groups, and the like.

Key references

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